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ABSTRACT

Quality is an important part of the process of managing institutional change. This book focuses on how Total Quality Management (TQM) as a management philosophy translates into practice, both in school systems and corporations. Data were obtained through observations and interviews conducted at 11 sites--4 companies and 7 educational facilities. Following the foreword, preface, and introduction, chapter 2 defines TQM and its principles. Chapter 3 contains profiles of two companies--Xerox and Federal Express--and one school district, the Millcreek Township School District, Pennsylvania, that practiced TQM. Chapter 4 highlights implementation strategies, with a focus on the human aspects of TQM. The fifth chapter uses the Baldridge Criteria to assess outcomes in the following areas--leadership, information and analysis, strategic quality planning, human resource development and management, management of process quality, quality and operational results, and customer focus and satisfaction. Parallels between business and educational organizations are underscored in chapter 6. Chapter 7 describes 15 action steps that business leaders can take to help schools implement TQM. Two figures are included. Appendices include demographic profiles and lists of additional resources, the National Education Goals, Deming's Fourteen Points, and the Business Roundtable's Nine Essential Components. (LMI)

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